



**FREDERICK COUNTY
BOARD OF COUNTY
COMMISSIONERS 2010-2014
STRATEGIC PLAN
(FY 2011 – FY 2015)**

(AMENDED 1-9-2014*)

MISSION STATEMENT

To preserve and enhance the quality of life for all citizens by ensuring optimum services, open government, and creative use of community resources.

DIVISION DIRECTORS' ASSIGNMENT DOCUMENT **FOR STRATEGIC PLAN FY 2011 – FY 2015**

(Amended 1-9-2014*)

GOAL #1: Job Growth

Frederick County will work to provide job opportunities for citizens in order to expand existing businesses, reduce the number of out-of-county commuters, reduce the unemployment rate, and expand the commercial tax base.

Objectives:

1. **PENDING**: By July 2014, expand job opportunities that will help reduce the percentage of out-of-county commuters and expand the commercial tax base. (Propheter/Rosensteel)
2. **PENDING**: Within the next four years, expand the role of the Department of Economic Development by encouraging more business relocation and development opportunities within the county. (Propheter)
3. **COMPLETED**: By December 2011, have the Business Development Advisory Council (BDAC) and Workforce Development Board (WDB) identify impediments to job growth and retention and advise the Board of County Commissioners of the situation and potential solutions. (Propheter/Rosensteel)
4. **COMPLETED**: By December 2011, receive a briefing from the FCPS College & Career-Ready Task Force and the Frederick County Business Roundtable for Education that highlights what is being done to ensure that educational opportunities at all levels are targeted and coordinated to meet the employment needs in Frederick County. (Propheter /Rosensteel)
5. **COMPLETED**: By January 2013, identify constraints and opportunities and implementation measures in job creation through an evaluation of land use, zoning, housing, and employment factors. (Hessong/Rosensteel)
6. **COMPLETED**: By June, 2012, amend the Adequate Public Facilities Ordinance to allow for existing businesses to expand only if the business pays the fair share of any necessary traffic mitigation costs. (Hessong /Burns)
7. **COMPLETED**: By January 2012, research and develop incentives for companies doing business in Frederick County. (Propheter /Rosensteel)
8. This objective was deleted on May 23, 2013.

GOAL #2: Predictability for Businesses

Frederick County will implement strategies to improve predictability for the business community in order to reduce inefficiencies, control costs, enhance process effectiveness, and increase understanding in daily business practices within Frederick County Government. Frederick County's business processes must be

clearly defined to the community. In certain areas, Frederick County will work to implement measurable, repeatable, and predictable business processes.

Objectives:

1. **COMPLETED**: By December 2011, address feedback from the business community concerning hindrance to local businesses such as permitting difficulties and initiate continuous quality improvement processes with a special emphasis on customer service. (**Propheter /Hessong**)
2. **COMPLETED**: By December 2011, revisit the water and sewer plan classification process to consider more frequent submissions and flexible submittal dates. (**Hessong /Goodfellow**)
3. **COMPLETED**: By December 2011, revisit site plan process through maintaining and updating the type I, II, and III site plan process within the zoning ordinance to provide quicker and less costly reviews, clearer direction and procedures, and more flexibility and modifications where necessary. (**Hessong/Lemons**)
4. **PENDING**: By July 2012, streamline the Department of Permits and Inspections processes by reducing regulation. (**Hessong**)
5. **COMPLETED**: By January 2012, the Frederick County Health Department will work collaboratively with the Department of Economic Development and the Chamber of Commerce to provide education to the business community about advancements in healthcare reform that may impact businesses. (**Brookmyer**)
6. **COMPLETED**: By June 2012, establish citizen guides, checklists, and/or factsheets to better help guide applicants through the various development and permitting processes. (**Hessong**)
7. **COMPLETED**: By January 2012, work to simplify the installation of water and sewer infrastructure by developers. Evaluate the need to revise water and sewer public works agreements as a viable option versus having a contract between the county and developer's contractor. (**Demosky**)
8. **COMPLETED**: By January 2012, consider eliminating review fees for county capital projects. (**White**)

GOAL #3: Public-Private Partnership in Government and Government-Shared Services

Frederick County will research public-private partnership and shared government resources as a way to seek one or more possible benefits, which may include reduced costs, improved and/or expanded services, avoidance of startup costs for new services, improved responsiveness to consumer demand (through reduced inflexibility of labor and equipment), and improved control.

Objectives:

1. **COMPLETED**: By January 2013, evaluate and identify county services that are candidates for public-private partnership, contracting, or government-shared services. (**Dunn**)

2. **COMPLETED**: By January 2012, review shared services with Frederick City Government, Frederick Community College, Frederick County Public Schools, and the municipalities where services are duplicated. (**Dunn**)
3. **COMPLETED**: By December 2011, research the possibility of outsourcing some legal functions to outside firms with specialized services while retaining the County Attorney's Office for oversight of the outsourced legal functions and to perform all other legal function. (**Mathias**)
4. **COMPLETED**: By January 2014, transition various grant programs to non-profit sector to reduce county contributions/costs, if feasible. (**Rosensteel**)
5. **COMPLETED**: By January 2012, consolidate various county divisions and departments for operational efficiency. (**Depies**)
6. **COMPLETED**: By January 2012, assess the opportunities to perform certain master plan, feasibility, and design studies of CIP projects by county staff, in an effort to reduce cost and reduce time spent on procurement of a consultant. (**Nipe**)

GOAL #4: Enhancing Public Safety

Frederick County will work to improve public safety radio communications and public safety response countywide.

Objectives:

1. **COMPLETED**: By January 2012, significantly improve public safety radio coverage throughout the county, as measured by changes to in-building and under-served area received signal strength. (**Markey**)
2. **PENDING**: By January 2012, evaluate county government radio needs and provide a report to the Board of County Commissioners regarding opportunities to share services, reduce costs, and improve performance over the lifecycle of the county radio system. (**Markey**)
3. **COMPLETED**: By January 2012, complete the Digital Radio System Upgrade Capital Improvements Project to ensure the reliability of the county public safety radio system. (**Markey**)
4. **PENDING**: By December 2013, present a public safety mobile technology deployment plan to the Board of County Commissioners to maximize the safety, efficiency, and emergency response effectiveness of public safety employees who serve the public while containing ongoing costs (**Markey**)
5. **PENDING**: By September 2014, use a common dial plan, which means, where cost effective, implement standard voice infrastructure to support enhanced phone services and reduce costs for fire stations throughout the county. (**Weakley/Fields/Pouget**)
6. **COMPLETED**: By January 2012, the Department of Emergency Preparedness will finalize a plan to provide a coordinated effort during weather emergencies through improved communication between municipal, county, state, and federal agencies. (**Markey**)
7. **COMPLETED**: By January 2012, the Health Services Division, through the Office of Emergency Preparedness, will seek new public/private partnerships to enhance public health preparedness in the community. (**Brookmyer**)

8. **COMPLETED**: By January, 2012, review and evaluate building security in all county buildings. (Dial)

GOAL #5: Agricultural Preservation/Land Use/Housing

Frederick County's land use policies, preservation programs, and housing programs will focus on sustainable community growth and development while protecting the agricultural character of the county.

Objectives:

1. **COMPLETED**: By December 2011, reassess the 100,000 acreage goal of the agricultural preservation land and monitor the progress on an annual basis. (Hessong /Bradley)
2. **COMPLETED**: Beginning March 2011, examine the zoning ordinance, determine priorities for changes, and initiate a phased approach for zoning text amendments. (Hessong)
3. **COMPLETED**: By July 2011, initiate a process to reconsider the comprehensive zoning decisions from the 2010 Countywide Comprehensive Plan and Zoning update. (Hessong /Gugel)
4. This objective was deleted on July 26, 2012.
5. **PENDING**: By December 2012, consider providing tax credits or density incentives to developers through agriculture preservation and affordable housing. (Hessong /Rosensteel)
6. **COMPLETED**: By December 2011, the Division of Parks and Recreation will evaluate the need to establish a Community Gardens program in appropriate county parks. The concept could also establish a rental fee for using each plot (example \$20.00 for 50X50 plot). This concept could support the county's "GO Green" effort. (Dial)
7. **PENDING**: Support the establishment of Farmers' Markets for Frederick County. (Propheter)
8. **COMPLETED**: By March 2012, adopt a strategic plan to improve, maintain, and integrate existing county and municipal GIS base map data, including road centerlines, addresses, and tax parcels that will enable informed decision making and response, reduce costs by improving efficiency and eliminating duplication, and increase public access to information via web mapping applications. (Weakley/Little/Moriarty)

GOAL #6: Transportation and Traffic

Frederick County will support and facilitate the implementation of existing plans, programs, and the Countywide Comprehensive Plan, improve traffic in and around Frederick City and designated growth areas, and maximize transportation capacities and accessibility to support new job growth and business development.

Objectives:

1. **COMPLETED**: By July 2012, develop the Frederick County Traffic Model and conduct a countywide travel forecasting study to assess current road network and projected traffic with various land use and transportation scenarios. (Hessong)
2. **COMPLETED**: By December 2011, allow bus wrap advertising as a revenue source to offset the cost of operating local transit. (Norris)
3. **PENDING**: By June 2012, allow off-site advertising so that advertising space can be leased on passenger bus shelters as a revenue source to offset the cost of operating local transit services. Negotiate with The City of Frederick elected officials to allow advertising within the city limits. (Norris)
4. **COMPLETED**: By July 2011, lobby the state of Maryland for the restoration of the county's share of State Highway User Revenue (SHUR) funds. (Mathias)
5. This objective was deleted on July 26, 2012.
6. **COMPLETED**: By January 2013, review the functional classification of all county roads to verify whether or not the roads are functioning in accordance with their classification. (Nipe/ Hessong)
7. **PENDING**: By July, 2012, evaluate and assess how future bicycle and pedestrian improvements could support overall transportation goals and needs. (Hessong)
8. **COMPLETED**: By June 2011 and annually thereafter, the Board of County Commissioners will conduct a review of the transportation and roads priority needs for the county. (Hessong /Nipe)

*This plan was previously amended on May, 23, 2013 and July 26, 2012.